

Institutional Overview

In accordance with provisions of Public Act 188 of the Michigan Public Acts of 1955, Kirtland Community College was established on March 7, 1966 by a vote of the electorate of the six local K-12 school districts (Crawford-AuSable, Fairview, Houghton Lake, Mio-AuSable, Roscommon, and West Branch-Rose City), which form the COOR (Crawford, Ogemaw, Oscoda, Roscommon) Intermediate School District. Kirtland is a public, not-for-profit community college governed by a seven-member Board of Trustees.

In 2014, the College revised its Mission, Vision, and Values statements.

- Mission: To provide innovative educational opportunities to enhance student lives and build stronger communities.
- Vision: Kirtland will be the first choice for learner-centered education guiding students and communities toward success.
- Values: Excellence, Inclusiveness, Innovation, Reflection, Character, and Respect.

Kirtland is one of 28 public community colleges in the state of Michigan. Governing bodies for each institution are autonomous, not state run, which makes comparison of most data at a granular level difficult as there is no access to data details between colleges. Aggregate comparable data for institutions of higher education can be found on the state's website, mischooldata.org, under the heading "Postsecondary".

Kirtland's geographic area is the largest for a community college in Michigan totaling 2,500 square miles. The total population of its service area is 67,286 (2019 U.S. Census information) with 15.9% of the families living below the poverty level with a per capita income of \$23,700. 27.8% of the residents are age 65 or older. Only 14.1% of the population holds a bachelor's degree or higher. The College's Fall 2020 unduplicated head count was 1,347 students with 63% female and 37% male. 60% of the students are 24 years old or younger. 69% of the students are considered part-time (less than 12 credits) and 31% are considered full-time (12 credits or more). Enrollment is primarily Caucasian (94%).

92 full- and part-time faculty deliver instruction at the College. All faculty are appropriately credentialed according to the Higher Learning Commission's guidelines on faculty qualifications and hold industry certification, if applicable. 79 support staff, including advisors, librarians, and financial aid personnel provide assistance to students at three locations. The College has six administrators leading various departments.

Kirtland offers 38 degrees and certificates including:

- 17 Associate in Applied Science degrees
- 3 Transfer Associate degrees
- 17 Certificates of Completion
- 1 Special Certificate

Students can choose from the following program areas:

- Art
- Automotive
- Business and Entrepreneurship
- Computer Information Systems
- Construction Technologies
- Cosmetology
- General Education and Transfer
- Health Sciences
- Industrial Technologies
- Public Safety

- Technology Management

The main campus in Grayling is accessible to all six districts off I-75. Kirtland has two additional locations – M-TEC (Michigan Technical Education Center) in Gaylord, and the Roscommon location. All locations are connected by a fiber network and point-to-point wireless connections. The College is in Phase III of its expansion plan at the Grayling campus with a goal of moving the remaining programs from its Roscommon location to Grayling in August 2021.

Students can earn five associate's degrees and four certificates online. In Fall 2019, the semester immediately preceding the onset of the COVID-19 pandemic, 1,477 students enrolled in 485 sections. 627 of those students were enrolled in 83 sections of online courses. Faculty use Canvas, the learning management system, to deliver online and hybrid courses. Through Michigan Colleges Online, students may take an online course at a member institution and transfer it back if the course is not available at Kirtland. The College introduced Simple Syllabus, a syllabus management system to provide consistency in the presentation of all course syllabi.

Through the College's Workforce Development program, business and industry in northern Michigan seek out Kirtland to provide specialized training for their employees. Local school districts are partnering with Kirtland to offer an Early Middle College program in an effort to provide educational options for high school students. The College also offers courses through dual enrollment to local high school students. Dual enrollment is a defined part of the student body, not the mainstay of enrollment. Kirtland is a partner in the Michigan Transfer Agreement, allowing a block transfer of 30 general education credits to other higher education institutions in the state.

A variety of resources are available to help students succeed. Advisors work closely with students to ensure completion of their certificate or degree. The Tutoring Center offers subject-specific tutoring as well as math and writing help in a variety of modalities including face-to-face, virtual, telephone, and email. The Library provides both print and electronic materials for students and employees at all locations with a print collection of 18,000+ titles, over 100 databases, and 250,000+ eBooks. Research assistance is available face-to-face and is embedded in many Canvas courses. Study spaces are available for group study in the Library/Learning Commons in Grayling.

Kirtland has been a Standard Pathway institution since April 2017. Prior to that, the College was an AQIP institution (2004-2017). The College continues to complete mini-action projects yearly using the CQI method to show continuous improvement by individuals and departments. A cross-section of employees leads the Standard Pathway Team (SPT). This team oversaw the preparation of the Interim Monitoring Report on Assessment (Dec. 2019) and received information that the College has met the monitoring requirements: Kirtland Community College "has complied in all respects with the interim report requirements set forth in the Team Report of the College's 2017 Comprehensive Evaluation and confirmed in subsequent HLC Actions."

Kirtland faces a number of challenges in its operations. As population declines and the aging population continues to grow, the number of students enrolling is declining which limits the revenue of the College. Generational poverty is not declining as the region. The area continues to have some of the highest unemployment in the state. As revenue declines, the College looks for ways to save on expenditures including consolidation of positions, laying off staff, and not replacing staff who have left the institution. The staff is lean which leaves little time for cross-training of various positions. Kirtland has the technology to put online learning and meetings in place but end-user infrastructure for both employees and students is lacking in this rural area.

While Kirtland faces some challenges, it has experienced a number of accomplishments. Through sound financial management and stability, the Grayling campus continues to expand. With the Phase III building due to be completed in late 2021, the three remaining programs will be moved to Grayling, thus consolidating two locations into one. This move will pay for itself in utilities including energy savings and

maintenance costs. Program level accreditation is on track. Kirtland's nursing program received National League of Nursing accreditation for the first time in July 2020. The College received a positive interim monitoring report regarding Assessment. As it is a work in progress, faculty will continue improving the assessment process. In 2014, Kirtland's online learning was fully approved by the Higher Learning Commission. This meant that transitioning courses to Canvas was easier when COVID-19 made the College close its doors to face-to-face instruction. The College is a member of NC-SARA.

The 2012 Systems Portfolio Feedback Report found the College deficient in a clearly defined strategy for succession planning. Over the course of the next few years, administrators identified key practices/duties to the ongoing operations of the College along with the person(s) responsible. Then, other staff members were cross-trained in the event that if a person left the College, the practice would continue ensuring operational continuity. The succession planning process has been refined over the years and was utilized extensively when both the Vice President of Instruction (VPIS) and the Chief Financial Officer (CFO) left the College in December 2019. Operations continued unhindered until an experienced VPIS was hired in January 2020 and a CPA-certified CFO was hired in July 2020.